TAB

TRANSITION AND IMPLEMENTATION

I.   Introduction

        The ambiguity and uncertainty of change and tran-
sition can be quite stressful. In transition you neither
operate the old system nor have you fully developed the
new system. The goal is to effectively manage this
ambiguous transition state, so as to create the least
tension with the ongoing system and provide the most
opportunity to facilitate and develop the new system.
The stress of the transition can be reduced by planned,
phased implementation, with wide involvement at all levels,
and maximum vertical and horizontal feedback. The tran-
sition process itself can be facilitated by use of an
action-planning model. An action-planning model would
facilitate:

        A.   Continuing assessment of the process.

        B.   Identification of needs for action planning.

        C.   Implementing actions.

        D.   Evaluating results of changes.

        E.   Reassessing the situation to see if it coincides
with desired results.

        Illustration:
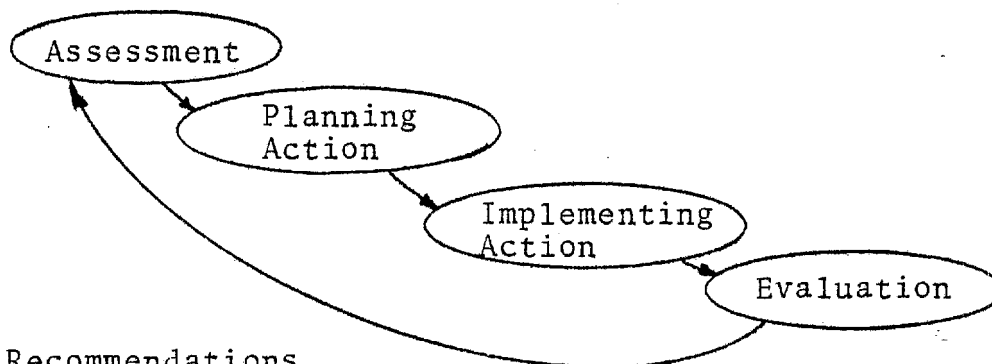
II.   Recommendations

        A.   The establishment of a transition team (2 members)
as a temporary extension of the D/CO Staff. The team would
direct and coordinate the transition project teams (which
should represent all affected components), and act as
facilitators for the transition process.

        -    The team staff should have a background in
             project management, good interpersonal skills,
             good presentation skills.

- They should facilitate introduction of the transition through briefings - consultation - evaluations.

- They should serve as process consultants.

- They should serve as a consultation focal point for clarification.

- They should monitor for uniformity of application.

- They could assist in recharacterization.

B. The transition team should be provided a thorough briefing by the RTF on those approved RTF recommendations.

III. Implementation Scheme

A. Reorganization Decision Process

(1) Presentation - by the D/CO to the Executive Board.

(a) Discussion - deliberation of the RTF proposals by the Executive Board.

(b) Identify consensus points - those elements of the proposal that the Board finds no disagreement with.

(c) Identify issues - any points that the Board seriously objects to.

(2) Resolution - any issues identified, which are significant in terms of affecting implementation of proposal, to be resolved as directed by the D/CO.

(3) Review & Decision - to review any issues that have had to be resolved and render a final decision by the D/CO.

(4) Appoint Transition Team - a temporary staff of 2 added to the D/CO Staff to coordinate and facilitate implementation of approved elements.

(5) Publicize decision throughout OC; [ ] OC Notice.

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(6) Organize project teams in appropriate components.

25X1

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B. Prepare Transition Project Plan

A plan of transition and implementation drawing on all components for a project team, coordinated and directed by the Transition Team.

(1) Structure - outline those approved elements of structural change.

(2) Process - outline those approved process elements of the RTF proposal, general order of implementation.

(3) Boards - outline approved changes to existing boards and approved new committees.

(4) Logistics & Administration - preliminary assessment of amount of logistical planning and administrative support needed for implementation of approved changes.

C. Detailed Structural Design

(1) D/CO Staff - establish scope of responsibilities; missions and functions, T/O design - staffing levels.

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(2) [   ] Telecommunications - plan approved changes viz. new units and enlarged functions. M&F - T/O design - staffing.

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(3) [   ] Telecommunications - detailed plan for new units with project team to all levels of unit grouping. M&F - T/O - staffing.

(4) Systems Integration - detailed plan for all units and detailed missions and functions, T/O design, staffing.

(5) Comsec - detail applicable changes viz. Comsec officer integration.

D. Detailed Process Organization

Prepare management handbook, establish training and indoctrination needs; publish notices and other informative memoranda for the various major process issue proposals approved, e.g.,

- project management

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    - planning
    - documentation

E. Boards & Committees

    (1) Outline changes to existing boards and for any new committees, establish:

        (a) Missions and functions

        (b) Initial agenda

        (c) Membership

    (2) Committees recommended:

        (a) CAB - Communications Advisory Board

        (b) PRC - Project Review Committee

        (c) ORC - Operations Review Committee

F. Financial Management Organization

    - assign location of new FAN managers
    - realign FAN support allocations

G. Logistics and Administration

    Establish detailed plans for the following:

        (a) Space allocation

        (b) Furniture & equipment plan

        (c) Correspondence dissemination instructions

        (d) Telephone plan

            - list
            - wiring changes
            - instrument relocation

H. Cutover Plan

    (1) Rewrite existing handbooks and orders to reflect changes.

    (2) Establish schedule for pre-cutover meetings.

    (3) Publicity; determine amount and methodologies for:
        - Field
        - Headquarters

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    (4)   Establish preliminary workload responsibilities.

        - assignments
        - files

    (5)   Establish schedule for cutover.

    (6)   Write preliminary LOI's where applicable.

I. Cutover

    (1)   Implementation of actual cutover schedule and plan.

    (2)   Publish all appropriate instructions.

J. Post Cutover Activity

    (1)   Adjust and update LOI's for up to 6 months.

    (2)   Establish monthly review.

    (3)   Bi-annual review.

    (4)   Update orders and handbooks as appropriate.

K. Implementation of Other Recommendations (Concurrent or Subsequent)

    (1)   Prepare policy and procedures for recommendations not already planned.

    (2)   Establish related tasks.

    (3)   Establish study group for any other process issues approved but needing more investigation before implementation.

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